



LIGHT  
RAIL  
TRANSIT  
AUTHORITY

07 January 2020

## MEMORANDUM

FOR : MR. DOMINIC F. KABIGTING  
Manager, KMIT Division

SUBJECT : ANNUAL CORPORATE PLAN FOR CY 2021-2024

We are pleased to transmit to your office the LRTA Board approved LRTA Annual Corporate Plan for CY 2021-2024 and the corresponding Secretary's Certificate for posting to our LRTA Website.

Thank you.

  
ALLAN A. ARQUIZA  
OIC-Corp. Planning & Research Division



2020.MM PLD.013



**SECRETARY'S CERTIFICATE**

I, **HERNANDO T. CABRERA**, of legal age, Filipino and with address at the LRTA Line 2 Depot, Marcos Highway Santolan, Pasig City, after having been duly sworn in accordance with law, do hereby depose and say that:

That I am the duly appointed and constituted Corporate Board Secretary of the Light Rail Transit Authority, LRTA for brevity, a government owned and controlled corporation with principal address at the LRTA Line 2 Depot, Marcos Highway, Santolan, Pasig City;

That as such Corporate Secretary, I keep minutes and records of the transactions and meetings of the members of the Board of Directors of LRTA;

That on 13 December 2019, the Board of Directors of LRTA held meeting at the Board Room, 2<sup>nd</sup> Floor, LRTA Line 2 Depot, Marcos Highway, Santolan, Pasig City;

That during the aforesaid meeting in which there was a quorum, the Board passed and approved the following:

**RESOLUTION NO. 074-2019**

**RESOLVED AS IT IS HEREBY RESOLVED, TO APPROVE THE LRTA ANNUAL CORPORATE PLAN FOR FY 2021-2024.**

IN WITNESS WHEREOF, I have hereunto affixed my signature this 20<sup>th</sup> day of December 2019 at Pasig City, Metro Manila.

10 JAN 2020

**ATTY. HERNANDO T. CABRERA**  
Corporate Secretary

**SUBSCRIBED AND SWORN TO** before me this 20<sup>th</sup> day of December 2019 at Pasig City, affiant exhibiting to me his Passport No. P3147053A issued at DFA, Manila on 24 May 2017.

10 JAN 2020

Doc. No. 365  
Page No. 33  
Book No. 5  
Series of 2019. 2020

*Kily-*  
**ATTY. YOLANDA A. OSEA ALFONSO**  
Notary Public for Quezon City  
UP, December 31, 2020  
P. No. 17891-03/20/QC  
IBP No. 25-027-Not. No. 17738  
MCLE Compliance No. M-10265 / 01/22/2019  
Adm. Matter No. NF-263-RIC-QC(2020)



# LRTA Annual Corporate Planning

**CY 2021-2024**



# CONTENTS

- I. Corporate Profile
- II. Mandate, Mission, Vision
- III. Quality Policy
- IV. Updated Goals and Strategies
- V. Updated Strategy Map
- VI. Objectives
- VII. Thrusts and Priorities
- VIII. Programs, Projects and Activities
- IX. Way Forward
- X. LRTA's 30 Year Roadmap
- XI. Assumptions



# OBJECTIVES

## ❑ **Improve Reliability of LRT Systems**

- Continually improve the delivery of services to the LRT commuters and stakeholders through the preservation of assets, upgrading of LRT facilities and equipment, extension/expansion of its existing lines and the construction of new lines and/or spur lines.

## ❑ **Improve Business Process Efficiency**

- Improve LRTA's financial position through non-rail business ventures
- Strengthen LRTA's organizational structure and continual improvement of internal processes
- Reinforce LRTA's overall corporate position in the railway sector through the establishment of partnerships and alliances within and outside the country

## ❑ **Achieve Expertise on Railway Management and Systems**

- Strengthen LRTA's Research and Development capability
- Prioritize and Pursue Capability Building Program particularly on critical skills for Project Management, Systems Safety Audit, Project Planning and Development, Contract Management, Operations Management, Railway Operations Reliability, Availability and Maintainability Safety (RAMS), etc.



# **FY 2021 THRUSTS AND PRIORITIES**

- Continued provision of safe, secure, responsive and reliable Light Rail Transit (LRT) Services in LRTA-owned and managed LRT Systems.
- Implementation of the Strategic Maintenance Plan including the strategic procurement of spare parts.
- Development of Business Plans/Ventures for Future Business Diversification.
- Strengthening LRTA's competencies through Human Resource Capability Building Programs.
- Institutional restructuring and overall improvement of corporate efficiency and governance.
- Development and maintenance of linkages, partnerships and strategic alliances with local and foreign institutions/ development partners.

**CY2021-2024**

**PROGRAMS, PROJECTS & ACTIVITIES**



# SUMMARY OF PPAs w/ FUNDING REQUIREMENTS

## FUNDING SUMMARY

AMOUNT (Php in Thousands)	CY2021	CY2022	CY2023	CY2024	TOTAL
NG	2,645,370.00	2,884,243.52	3,937,884.24	51,291.29	<b>9,518,789.05</b>
CORP FUNDS- IGF	69,040.26	2,800.00	0.00	0.00	<b>71,840.26</b>
<b>TOTAL</b>	<b>2,714,410.26</b>	<b>2,887,043.52</b>	<b>3,937,884.24</b>	<b>51,291.29</b>	<b>9,590,629.31</b>

## Breakdown

### I. PROVISION FOR PROJECT MANAGEMENT SERVICES (Php in Thousands)

PPAs	CY2021	CY2022	CY2023	CY2024	TOTAL	FOCAL
1. Provision for Project Management Services- LRT 2 East Extension Project	16,297.00				<b>16,297.00</b>	PMO- East
2. Provision for Project Management Services- LRT 2 South Extension Project	40,157.00	44,975.84			<b>85,132.84</b>	PMO- South
3. Provision for Project Management Services- LRT 2 West Extension Project	10,468.00	11,724.16	11,874.90		<b>34,067.06</b>	PMO- West
4. Provision for Project Management Services- LRT 2 North Extension Project	602.00				<b>602.00</b>	PMO- North
5. Provision for Project Management Services- LRT 2 Rehabilitation Projects	1,646.00	1,843.52	1,867.22	2,091.29	<b>7,448.03</b>	PMO- Rehab
<b>Total</b>	<b>69,170.00</b>	<b>58,543.52</b>	<b>13,742.12</b>	<b>2,091.29</b>	<b>143,546.93</b>	

*\*Based on the 12% increase per year based on CY2021*



**II. Capital Investment (Php in Thousands)**

<b>PPAs</b>	<b>CY2021</b>	<b>CY2022</b>	<b>CY2023</b>	<b>CY2024</b>	<b>TOTAL</b>	<b>FOCAL</b>
1. Computerized Maintenance Management System Software (CMMS)	75,000.00				<b>75,000.00</b>	Engineering
2. Acquisition of New Trainsets	2,113,200.00	2,807,200.00	3,910,400.00	49,200.00	<b>8,880,000.00</b>	Engineering
3. Platform Screen Door (PSD) for LRTA Line 2 Stations (Phase II)	166,000.00				<b>166,000.00</b>	Engineering
4. On-Board Video Monitoring with Mobility Technology for Ten (10) Trainsets in LRTA Line 2	40,000.00				<b>40,000.00</b>	Engineering
5. Acquisition of Rescue and Emergency Road/ Rail Vehicle	65,000.00				<b>65,000.00</b>	Engineering
6. OCC Monitoring System for LRT Line 1	5,000.00				<b>5,000.00</b>	Engineering
7. Electronic Records and Document Management System (ERDMS)	2,500.00				<b>2,500.00</b>	Administrative
8. IT Security and Management System Phase 2	30,000.00				<b>30,000.00</b>	Administrative
9. Cloud Systems Migration	3,500.00	3,500.00			<b>7,000.00</b>	Administrative
10. Establishment of Rolling Stock Laboratory	35,000.00				<b>35,000.00</b>	Planning/ Engineering
<b>Total</b>	<b>2,535,200.00</b>	<b>2,810,700.00</b>	<b>3,910,400.00</b>	<b>49,200.00</b>	<b>9,305,500.00</b>	



### III. General Management and Supervision (Php in Thousands)

PPAs	CY2021	CY2022	CY2023	CY2024	TOTAL	FOCAL
1. Business Continuity and Disaster Recovery (BCDR) Facility	15,000.00	15,000.00			<b>30,000.00</b>	Administrative
2. ISO 20001 Certification: IT Service Management Standard	4,000.00				<b>4,000.00</b>	Administrative
3. International Partnership Initiative	1,000.00				<b>1,000.00</b>	IRLLO
4. Continuing ISO 9001:2015 Certification	1,000.00				<b>1,000.00</b>	Administrative
5. Consulting Services for LRTA as Media Issuer	7,000.00				<b>7,000.00</b>	FROG
6. Corporate Restructuring/ Reorganization	520.00	2,800.00			<b>3,320.00</b>	CMT
7. Distribution of Malasakit Help Kits during Special Occassions	400.00				<b>400.00</b>	BDPRD
8. Conduct of Customer Satisfaction Survey	1,400.00				<b>1,400.00</b>	BDPRD
9. Request for additional manpower requirement of Line 2 East Extension	53,220.26				<b>53,220.26</b>	Operations/ FROG
10. Comprehensive Integrated LRTA Development Plan	15,000.00				<b>15,000.00</b>	Planning
11. GAD- related programs and projects	11,500.00				<b>11,500.00</b>	GAD
<b>Total</b>	<b>110,040.26</b>	<b>17,800.00</b>	<b>0.00</b>	<b>0.00</b>	<b>127,840.26</b>	



# INDICATORS AND OUTPUT

PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
1. Computerized Maintenance System Software (CMMS)	System installed and operational by 2021	P 75,000	<b>2021:</b> P 75,000	CMMS software	NG	Engineering
2. Strategic Maintenance Plan	Approved Strategic Maintenance Plan by 2021	N/A	N/A	Approved Strategic Maintenance Plan for implementation	-	Engineering
3. Acquisition of New Trainsets	Trainsets operational by 2023	P 8,900,500	<b>2020:</b> P 2,452,500 <b>2021:</b> P 2,113,200 <b>2022:</b> P 2,807,200 <b>2023:</b> P 3,910,400 <b>2024:</b> P 49,200 <b>2025:</b> P 20,500	14 Trainsets	NG	Engineering
4. Platform Screen Door Phase 2	PSD installed and operational by 2022	P 166, 000	<b>2021:</b> P 166, 000	Platform Screen Doors for 8 stations (Masinag, Emerald, Santolan, Anonas, Betty Go, Gilmore, V. Mapa, J. Ruiz)	NG	Engineering

PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
5. On-Board Video Monitoring with Mobility Technology for 10 Trainsets	Project completed by 2022	P 40,000	<b>2021:</b> P 40,000	CCTVs on 10 Trainsets	NG	Engineering
6. Acquisition of Rescue and Emergency Road/ Rail Vehicle	Vehicle acquired by 2022	P 65,000	<b>2021:</b> P 65,000	Rescue and Emergency Road/ Rail Vehicle	NG	Engineering
7. OCC Monitoring System for LRT Line 1	System installed and operational by 2021	P 5,000	<b>2021:</b> P 5,000	OCC Monitoring system for LRT Line 1	NG	Administrative– KMITD
8. Business Continuity and Disaster Recovery (BCDR) Facility	Facility ready by 2022	P 30,000	<b>2021:</b> P 15,000 <b>2022:</b> P 15,000	BCDR Facility	NG	Administrative– KMITD
9. Distribution of Malasakit Help Kits during special occasions	300 Malasakit Help Kits distributed per event	P 400	<b>2021:</b> P 400	300 Malasakit Help Kits distributed per event	Corporate Funds– IGF	Public Relations

PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT														
10. Conduct of Customer Satisfaction Survey	Two (2) Customer Satisfaction Survey Reports submitted	P 1,400	<b>2021:</b> P 1,400	Actual Survey Results	Corporate Funds– IGF	Public Relations														
11. Reliability of Train Services	100% train provided by the Engineering Department utilized <table border="1" data-bbox="376 635 643 1000"> <thead> <tr> <th>Trainsets</th> <th>Headway (mins)</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>6</td> </tr> <tr> <td>9</td> <td>7</td> </tr> <tr> <td>8</td> <td>7.5</td> </tr> <tr> <td>7</td> <td>8.5</td> </tr> <tr> <td>6</td> <td>10</td> </tr> <tr> <td>5</td> <td>12</td> </tr> </tbody> </table>	Trainsets	Headway (mins)	10	6	9	7	8	7.5	7	8.5	6	10	5	12	N/A	N/A	Operations Related Report	N/A	Operations
Trainsets	Headway (mins)																			
10	6																			
9	7																			
8	7.5																			
7	8.5																			
6	10																			
5	12																			



PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
12. Request for additional manpower requirement of Line 2 East Extension	Submitted request for the additional Manpower requirement in anticipation of the Line 2 East Extension start of operation to HR Division on 1 <sup>st</sup> Quarter of 2020: 6 Train Driver 34 Station Tellers 10 TOS B 1 TOSC A for SOD 9 TOS B for TCD 22 Cashier D 12 Sr. Cashier	P 53,220.26	<b>2021:</b> P 53,220.26	Hired New Personnel by 2021: 6 Train Driver 34 Station Tellers 10 TOS B 1 TOSC A for SOD 9 TOS B for TCD	Corporate Funds	Operations/ FROG
13. Minimal Train service interruption time	Train service interruption time not exceeding 13.37 minutes	N/A	N/A	Operations Related Report	N/A	Operations
14. Load Factor	Sustained load factor within 44% to 65%	N/A	N/A	Operations Related Report	N/A	Operations

PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
15. ISO 20001 Certification: IT Service Management Standard	Engaged consulting services for certification	P 4,000	<b>2021:</b> P 4,000	ISO 20001 Certificate by 2021	NG	Administrative – KMITD
16. ISO 45001 (Occupational Health and Safety Management System) and 14001 (Environmental Management System) Certification	Documentation and preparation of appropriate requirements	N/A	N/A	Documentation of processes for ISO 45001 and 14001 implemented by 2021	N/A	SSD
17. International Partnership Initiative	LRTA to send an official resource person to at least two(2) international convention by 2021.	P 1,000	<b>2021:</b> P 1,000	Certificate of Participation	Corporate Funds– IGF	IRLLO
18. GAD-related programs and projects	Project Completed by 2021	P 11,500	<b>2021:</b> P 11,500	Various programs and projects completed	Corporate Funds– IGF	GAD



PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
19. Provision for Project Management Services for LRT Line 1 South Extension Project	Project Management Services Performed as planned	P 40,157	<b>2021:</b> P 40,157	By Dec 2021: <ol style="list-style-type: none"> <li>1. 11 lots/ ROW acquired for Package 2</li> <li>2. 5 lots/ROW acquired for Package 3</li> <li>3. 540 ISFs cleared and relocated</li> <li>4. Approved MOA between LRTA and utility companies</li> <li>5. 17 trainsets delivered</li> <li>6. 20 trainsets static and dynamic testing completion</li> <li>7. 94% project completion</li> </ol>	NG	PMO South
20. Provision for Project Management Services for LRT Line 2 East Extension Project	Project Management Services Performed as planned	P 16,297	<b>2021:</b> P 16,297	By 2021: <ol style="list-style-type: none"> <li>1. Approval and issuance of Certificate of Completion signed by the Undersecretary for Railways and/or Secretary of DOTr within the first quarter of 2021.</li> <li>2. Compliance of 100% rectification of DLP punchlist per quarter.</li> </ol>	NG	PMO East



PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
21. Provision for Project Management Services for LRT Line 2 West Extension Project	Project Management Services Performed as planned	P 10,468	<b>2021:</b> P 10,468	By 2021: 1.Approved Detailed Engineering Design for Civil Works, EMS and Rolling Stock by 1st qtr 2. Completed preparatory works for the construction by 3rd qtr 3. Start of construction by 4th qtr	NG	PMO West
22. Provision for Project Management Services for LRT Line 1 North Extension Project	Project Management Services Performed as planned	P 602	<b>2021:</b> P 602	Financial closing for the unpaid billings/ claims	NG	PMO North
23. Provision for Project Management Services for Rehabilitation Projects	Project Management Services Performed as planned	P 1,646	<b>2021:</b> P 1,646	Completion of 2 Rehabilitation Projects by 2021: 1. Installation of Platform Screen Door 2. Restoration of 4 Down Trainsets	NG	PMO Rehabilitation

PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
24. Consulting Services for LRTA as Media Issuer	Consulting services procured and engaged by 2021	P 7,000	<b>2021:</b> P 7,000	1. NOA issued for Consulting Services 2. Engaged Consulting Services	NG	FARE REVENUE OPERATIONS
25. Continuing ISO 9001:2015 Certification	Letter of continued certification issued by 2021	P 1,000	<b>2021:</b> P 1,000	ISO 9001:2015 continued certification	Corporate Funds	Administrative
26. Electronic Records and Document Management System (ERDMS)	System installed and operational by 2021	P 2,500	<b>2021:</b> P 2,500	Actual system	NG	Administrative – KMITD
27. IT Security and Management System Phase 2	System installed and operational by 2021	P 30,000	<b>2021:</b> P 30,000	Actual system	NG	Administrative – KMITD
28. Cloud Systems Migration	System installed and operational by 2021	P 7,000	<b>2021:</b> P 3,500 <b>2022:</b> P 3,500	Actual system	NG	Administrative – KMITD
29. Competency Framework	Approved Competency Framework by 2021	N/A	N/A	Approved Competency Framework		Administrative – HRMD



PROJECTS	SUCCESS INDICATOR	PROJECT COST (Php in Thousands)	BUDGET ENVELOPE AND TIMELINE (Php in Thousands)	PHYSICAL OUTPUT	FUNDING SOURCE	FOCAL DEPARTMENT
30. Establishment of Rolling Stock Laboratory	Approved Feasibility Study by 2021	P 35,000	<b>2021:</b> P 35,000	2021– Approved Feasibility Study 2022– Facility established	NG	Planning/ Engineering
31. Localization of Spare Parts	Approved Project Concept Paper by 2021	N/A	N/A	Approved Project Concept Paper by 2021	-	Engineering/ Asset Mgmt/ Planning
32. Comprehensive Integrated Master Development Program	Implementation of Comprehensive Integrated Master Development Program by 2021	P 15,000	<b>2021:</b> P 15,000	2020– Project Concept Notes, Feasibility Study 2021– Implementation	NG	Planning
33. Corporate Restructuring/ Reorganization	Technical Advisor Hired by 2021	P 520	<b>2021:</b> P 520 <b>2022:</b> P 2,800	2021– NOA issued 2022– Submitted proposed RP to GCG	NG	CMT/ Planning
34. Conversion of BTR Advances	Approved by 2021	N/A	N/A	CY2021- 28,690.13 (in Million Peso)	-	Finance
35. Business Development Plan	Business Development Plan implemented by 2021	N/A	N/A	2020– Approved Business Development Plan 2021– Implementation	-	BDD

# WAY FORWARD



## Way Forward

- ❑ Develop Strategic Maintenance Plan through the conduct of Life Cycle Costing, Asset Management and Localization of Spare Parts among others
- ❑ Continue to develop and train key personnel through the Human Resource Capability Program which includes trainings on Project Management, Systems Safety Audit, Project Planning and Development, Contract Management Specialization, Railway Engineering Disciplines, Operations Management, Railway Operations Reliability, availability and Maintainability Safety (RAMS) and Concession Monitoring/ Regulator and United Kingdom Accreditation Service (UKAS) Certification training.
- ❑ Conduct preparatory activities such as the preparation of feasibility studies for the localization of spare parts, transport-based and/or cloud-based ticketing management, implementation of new business ventures, development of new/extension/spur lines etc.
- ❑ Initiate action plans for the strengthening of the organizational structure through rightsizing, establishment of key units such as quality assurance, research and development, concession monitoring and project planning and development and pursuing charter amendment.



## Way Forward

- ❑ Create LRT Operations and Maintenance Project Team to prepare the documentation and other requirements for the proposed bidding participation in LRT Operations and Maintenance project and/or Consulting Services (local and international)
- ❑ Request the DOTr to assign/handover to LRTA the construction, operation and maintenance of future LRT lines such as Line 4 and 6.
- ❑ Acquire ISO Certifications 20001: IT Service Management Standard, 14001: Environmental Management and 45001: Occupational Health and Safety



# LRTA's 30 Year Roadmap

**2021-2030 (1<sup>st</sup> Decade)**

**Theme: Building the Foundation**

**2031-2040 (2<sup>nd</sup> Decade)**

**Theme: Application and Replication**

**2041-2050 (3<sup>rd</sup> Decade)**

**Theme: Maintenance and Modernization**



# 2021-2030 (1<sup>st</sup> Decade)

## Theme: Building the Foundation

### Flagship Projects

#### **LRT Line 2 Extension-2: SM Masingag to Cogeo**

Feasibility Studies for :

- Clean Energy Technology for LRT Systems/Facilities
- Rolling Stock Innovation Laboratory
- Railway Museum
- Carbon Trading for Railways

#### **LRT Line 2 Spur Lines**

- Sta. Lucia to Cainta Junction
- Sta. Lucia to San Mateo
- Katipunan to Commonwealth Ave. (University Station)

#### **Human Resource Capability Building Program:**

- Project Management
- System Safety Audit
- Project Planning and Development
- Contract Management Specialization
- Railway Engineering Disciplines
- Operations Management
- Railway Operations Reliability, Availability and Maintainability Safety (RAMS) Training
- UKAS Certification
- Concession Monitoring/ Regulator Training



# 2031-2040 (2<sup>nd</sup> Decade)

## Theme: Application and Replication

### Flagship Projects

LRT Line 1 Extension: Niog Station to Sangley Airport

LRT Line 1 Spur Line: Sangley Airport to SM Mall of Asia

New Lines: Calabarzon Loop, Pangasinan LRT, Iloilo LRT, Bataan LRT

Feeder Bus Systems, Intermodal Facilities

AFCS Scheme Provider/ AFCS Laboratory

Rolling Stock Innovation Laboratory

Transit Oriented Developer, Exhibitor (as experts), Project Impact Appraiser

Landbanking Capability for LRT Development Projects

Asian benchmarked LRT Management

Artificial Intelligence (AI) Transportation

Integrated Railway Operations Data Monitoring System

Introduction of Clean Energy Technology

Railway Museum

# 2041-2050 (3<sup>rd</sup> Decade)

## Theme: Maintenance and Modernization

Flagship Projects
Davao LRT
Smart LRT Systems
Co-Convenor
New Technologies Developed by LRTA for LRT Systems
Fully Developed LRT Systems Master Plan
Powered System
Fully Developed LRT Systems Integrator
Clean Energy Technology



# ASSUMPTIONS



# RIDERSHIP AND REVENUE PROJECTION FOR CY 2021-2024 (in Millions)

	2019 Baseline	2020	2021	2022	2023	2024
<b>Ridership</b>	65.98	64.59	74.62	80.52	82.13	105.19
<b>Revenue (Php)</b>	1,271.39	1,135.47	1,290.16	1,390.15	1,419.99	1,798.76

\* Free Ride- Authorized free ride requests from other government agencies and private organizations (Excluding the current student free ride privilege)

Source: Fare Revenue Operations Group and Budgeting and Financial Planning Report

## Assumptions in 2020 Ridership Projection

1. Projected ridership is without Anonas, Katipunan and Santolan ridership for Jan to Jun and is based on the 43% decrease in ridership against Y2020 full line projection of 2% increase versus Y2019.
2. 2% increase on Jul to Dec against Y2019
3. Start of LRT Line 2 East Extension Operation by Q4 2020; gradual increase of 80,000 passenger starts Jan 2021
4. SJ and SV usage at 35% and 65% respectively



# RIDERSHIP AND REVENUE PROJECTION FOR CY 2021-2024 (in Millions)

	2019 Baseline	2020	2021	2022	2023	2024
<b>Ridership</b>	65.98	64.59	74.62	80.52	82.13	105.19
<b>Revenue (Php)</b>	1,271.39	1,135.47	1,290.16	1,390.15	1,419.99	1,798.76

\* Free Ride- Authorized free ride requests from other government agencies and private organizations (Excluding the current student free ride privilege)

Source: Fare Revenue Operations Group and Budgeting and Financial Planning Report

## Assumptions in 2021– 2024 Ridership Projection

1. Start of LRT Line 2 East Extension Operation by Q4 2020; gradual increase of 80,000 passenger starts Jan 2021
2. Start of LRT Line 2 West Extension Operation by Q3 2023; gradual increase of 130,000 passenger starts Jan 2024
3. LRT Line 2 train availability is in accordance with the East and West Extension Feasibility studies
4. No fare increase
5. No fare adjustment on 2021-2024



# NON-RAIL REVENUE PROJECTION FOR CY 2021-2024 (in Millions)

	2019 Baseline	2020 <i>(5% target increase)</i>	2021 <i>(7% target increase)</i>	2022 <i>(7% target increase)</i>	2023 <i>(5% target increase)</i>	2024 <i>(5% target increase)</i>
Advertising	40.83	42.87	45.87	49.08	51.54	54.11
Commercial Spaces	31.82	33.41	35.75	38.26	40.17	42.18
Land Lease	43.89	46.08	49.31	52.76	55.40	58.17
Interconnection Access	1.38	1.45	1.55	1.66	1.74	1.82
Right-of-Way	12.76	13.40	14.34	15.34	16.11	16.92
Short-Term Activities	6.26	6.57	7.03	7.52	7.90	8.30
<b>TOTAL</b>	<b>136.94</b>	<b>143.78</b>	<b>153.85</b>	<b>164.62</b>	<b>172.86</b>	<b>181.5</b>

## Non-Rail Revenue Estimates Assumptions

1. Approval of New Proposals on Advertising, Commercial Spaces, Land Lease by 2020
2. Advertising- Additional Contract(s) on available spaces for indoor and outdoor advertisements
3. Commercial Spaces- Additional Contract(s) for Commercial spaces at 2<sup>nd</sup> Floor Recto Station
4. Land Lease- Additional Contract(s) for vacant/ unoccupied lots for lease
5. Additional Contracts on Advertising, Commercial Spaces and Interconnection Access for the East Extension Stations by 2021
6. Additional Contracts on Train, Indoor and Outdoor Advertising by 2022
7. Additional Contracts on Train Advertising by 2023

# OTHER ASSUMPTIONS

- Operating and capital expenditures will be funded through rail and non-rail revenues and from National Government subsidy
- Macro Economic Indicators:
  - Inflation Rate of 2 – 4%
  - Foreign Exchange Rate of Php52-55/US\$1
- Government continues to subsidize fares
- Grant of Technical Assistance by the Development Academy for the Rolling Stock Innovation Laboratory Project
- Project Completion Dates
  - Line 2 East Extension Project – 4th Quarter of 2020
  - Line 1 South Extension Project – 4th Quarter of 2022
  - Line 2 West Extension Project– 3rd Quarter 2023
- Acquisition of New Trainsets; 14 additional trainsets operating by 4th Quarter 2023
- Implementation of Comprehensive Business Model/ Plan for all non-rail related activities
- Legislation of the 30-year roadmap projects initiated by DOTr
- Procurement of services of ISO Certification body for LRTA's recertification to ISO 9001:2015 standard
- Servicing of loans through the Net Lending Program;
  - Conversion of BTR Advances into Subsidy:
    - CY2020- 10,330.52 (in Million Peso)
    - CY2021- 28,690.13 (in Million Peso)



**END OF PRESENTATION**

